



CQL Accreditation Report:

SOUTHWEST LOUISIANA DEVELOPMENTAL CENTER (*RENAMED ACADIANA REGION SUPPORTS AND SERVICES CENTER*)

IOTA, LOUISIANA

SAMUEL K. MCDANIEL, EXECUTIVE DIRECTOR

CQL Review Dates:	June 26-29, 2007
CQL Review Team:	Taunya Day-Struhs, Lead Q.E. Specialist Carol Taylor, Q.E. Specialist Kevin Wright, Q.E. Specialist

The Council on Quality and Leadership (CQL)
Partners in Excellence; Leadership for the Journey

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The Council on Quality and Leadership (CQL)

The Council on Quality and Leadership (CQL) provides international leadership in promoting quality of life for people with disabilities and people with mental illness, and the people, organizations and communities who support them. Through our services, publications and public presence, we establish real connections between disabilities' theory and practice, helping those who work in the disability community take the important step from innovative ideas to everyday action.

CQL is an international not-for-profit organization dedicated to excellence in the definition, measurement and improvement of quality of life for people with disabilities and people with mental illness.

Our Vision: A world of dignity, opportunity and community inclusion for all people.

Our Mission: To provide leadership for greater world-wide inclusion and quality of Community Life® for people with disabilities.

For over three decades CQL has taken the leadership initiative in developing progressive measures of quality in services and supports, quality of life outcomes and Community Life®.

CQL has over 35 years of experience in defining, measuring and evaluating the quality of services in organizations and systems through our accreditation process. CQL Accreditation begins with defining quality from the *person's* perspective. Since 1993, the *Personal Outcome Measures*® have provided the foundation for CQL's international accreditation program, organizational assessments, and numerous other training and consultation activities throughout North America and in Europe, Asia, and Australia.

The CQL national data base on Personal Outcomes contains information on over 6,000 individuals who participated in informational meetings during accreditation reviews throughout the United States. Research and analysis of Personal Outcomes and individualized organizational processes, individual demographic information and organizational characteristics is an ongoing priority.

CQL Accreditation is grounded in our core values of person-directed outcomes and provides the skills and tools necessary to measure the direct impact of organizations on the lives of people supported. CQL Accreditation is an objective, external measurement of the quality of services the organization provides.

The CQL Accreditation Report

This report presents the findings of the CQL on-site visit:

I. *Personal Outcome Measures*[®]

The 25 Personal Outcomes focus on the items and issues that matter most to people. Organizations committed to Personal Outcomes recognize the connections between the service and intervention and the whole person. Learning about Personal Outcomes results from talking to people and discovering what is important to them and why.

II. *Organizational Assurances*

The 12 *Organizational Assurances* focus on the organization-wide practices that are essential for quality services and supports. *Assurances of Health, Safety and Welfare* emphasize the fundamental importance of maintaining the health, safety, welfare, respect, and stability of people receiving supports and services. *Assurances of Fiscal and Legal Accountability* stress accountability in resource management, public trust and responsibility to people receiving services and supports and their families, the community, funders, and employees.

III. *Organizing Principles*

The 23 *Organizing Principles* are the basic organizational action strategies that facilitate Personal Outcomes for people receiving services and supports. They represent a collection of best and promising practices that contribute to successfully designed and delivered services based on a Personal Outcomes approach. The *Organizing Principles* are grouped in three categories: Leadership, Systems, and Quality Management and Planning.

IV. *Decision Matrix*

V. *CQL Accreditation Policies*

VI. *Personal Outcome Measures*[®] Data Summary Chart

I. *Personal Outcome Measures*[®]

The results of Personal Outcome interviews completed with a sample of people receiving supports from the organization are as follows:

Number of People Interviewed = (9) **Number Outcomes/Number Supports Present**

IDENTITY

People choose personal goals	5/6
People choose where and with whom they live	4/4
People choose where they work	1/1
People have intimate relationships	7/7
People are satisfied with services	8/9
People are satisfied with their personal life situations	9/9

AUTONOMY

People choose their daily routine	9/9
People have time, space, and opportunity for privacy	8/8
People decide when to share personal information	7/7
People use their environments	5/4

AFFILIATION

People live in integrated environments	1/1
People participate in the life of the community	5/7
People interact with other members of the community	4/5
People perform different social roles	4/5
People have friends	6/6
People are respected	8/9

ATTAINMENT

People choose services	1/2
People realize personal goals	8/8

SAFEGUARDS

People are connected to natural support networks	3/7
People are safe	9/9

RIGHTS

People exercise rights	6/6
People are treated fairly	7/7

HEALTH and WELLNESS

People have the best possible health	8/7
People are free from abuse and neglect	8/7
People experience continuity and security	4/6

Overall Results of Personal Outcome interviews:

The average number of outcomes across the sample is 16.

The average number of supports is 17.

Observations Regarding Personal Outcomes:

Strengths:

- Interactions amongst people were universally kind and respectful. Staff at various levels of the organizations expressed the belief that people supported are capable of growing and learning.
- Great care and attention seemed to be taken to ensure those receiving services had a pleasing appearance and presented a positive self-image. People were nicely dressed, wearing up to date styles and had flattering haircuts. If desired, women were supported to wear subtle make-up and nail polish in such a way as to enhance appearance.
- People were encouraged and supported to make decisions about their daily routine. All staff interviewed was flexible, respectful and considerate of people's right to change their routine.
- People were supported to stay connected to natural supports in a variety of ways (letters, phone, family visits, etc.). Staff members were able to connect some people to their families after years of minimal or even no reciprocal contact.
- Staff members were open to new ideas and suggestions during the interview process (a learning organization).
- Many of those interviewed were involved in self-advocacy efforts. In fact, one woman interviewed served as elected president of the self-advocates' group and emceed at the Leadership conference for self-advocates which took place this past May.
- Staff members developed creative social stories to teach appropriate interactions. For example, one story was called "it's ok to lose" and it was created specifically for the one child/family in our sample involved in services from the Community Support Team.
- Staff had a clear understanding of *Personal Outcome Measures*® and provided the support needed to assist people to achieve desired outcomes.
- People had the opportunity to participate in staff selection.
- There were no current or reported incidents of abusive actions amongst people living or working together. In the case of one of the people interviewed, the person who hit her some months ago has since moved out of the home.

- One person had a treasured family scrapbook that he made with staff assistance. Despite his limited ability to use spoken language to communicate, he used his scrapbook as the basis for conversation.
- Very active attempts were being made to ensure that medical equipment was updated so that community outings could be expanded, if desired by the person.
- Staff members were fully cognizant of safety issues for people even if those individuals were receiving supports from another organization residentially, or if they resided with family. For example, the Community Supports team assisted one family whose youngster was involved in services to practice monthly fire drills at home with the entire family.
- Most people received rights' education in a manner relevant to their lives.
- Health care was continuous and effective in assisting people to maintain their best possible health, and all people had received routine health care such as annual physicals and dentals.
- People who required specialized dental interventions such as restraints or sedation had their circumstances reviewed by the Human Rights Committee.

Recommendations to Consider:

- Increase efforts to discover people's true life dreams and personal goals. Explore relationship possibilities, vacations, jobs, hobbies, and other personal interests when planning life goals. Ensure that planned goals are compatible with desires, hopes and dreams.
- Expand on ways to support people to create friendships and close relationships in the context of community. Broaden opportunities for individuals by supporting them to attend church, social events, to meet their neighbors, and to interact with other people in the community who may have similar interests.
- Aggressively explore work opportunities for people either in the community, or in terms of creating one's own micro businesses. For those who are interested, assist with job applications and visits to local businesses. Match persons desired interest to traditional employment, self-employment, education or volunteer opportunities and expand on prospects for integrated employment.
- Ensure that social roles are individualized to personal interests and begin to create roots in the community for individuals on a person by person basis. Social roles are not likely to be successfully created when attempted "en masse".
- Develop ways to increase people's role in choosing services and providers. Develop tools to meet the needs of people who need more assistance with communication.
- Assist people to have functioning communication devices or systems which address and support communication needs across all settings.

- Avoid the use of “unofficial” behavior plans. For example, one person had an “unofficial” plan operating at her residence. The plan involved limiting her intake of coffee, sodas or other liquids and having her wait between times to have a drink. (Staff believed it was unhealthy for her to have drinks all day but was not sure of the actual medical reason.) Limiting opportunities to drink coffee or sodas had not been reviewed by the HRC.
- Offer a variety of retirement options for seniors who are supported by the organization.
- Assist people to have an opportunity to define their own needs and expectations for intimacy. Sexuality education and instruction on the inherent social responsibilities may be instrumental in assisting people to achieve their preferences with respect to intimacy.
- Invite people to meetings where they were to be the topic of discussion: this was not always regularly occurring, especially at the time of the two month review.
- Review and considering fading over time the Representative Payee supports for those who may wish to take on more control of their personal finances. Southwest functioned as Representative Payee for most of the people in the sample. In some cases supporting staff members were not certain if the family or the organization assumed this role on the person’s behalf.
- Expand opportunities to teach rights and responsibilities. Assist those who want to vote to register and to become educated about various candidates’ viewpoints.
- Review guardianship orders at least annually with a view to restoring rights that have been limited.
- Ensure that when limits are imposed that impartial, third party due process occurs. The importance of the due process is in proportion to the importance of the loss of that thing or activity to the person.

Personal Outcomes interviews conducted by The Council on Quality and Leadership (CQL) reveal that Southwest Louisiana Developmental Center has the greatest success with ensuring supports are in place for people in the following Personal Outcomes:

	# Outcomes	# Supports
<u>Personal Outcome Measure</u>	<u>Present</u>	<u>Present</u>
People are satisfied with their personal life situations	9	9
People are satisfied with services	8	9
People have time, space and opportunity for privacy	8	8
People choose their daily routine	9	9
People are respected	8	9
People are free from abuse and neglect	8	7
People have the best possible health	8	7

Personal Outcomes interviews conducted by CQL reveal that Southwest Louisiana Developmental Center has greatest opportunity for the development of enhanced or different supports that may result in change with the following Personal Outcomes:

	# Outcomes	# Supports
<u>Personal Outcome Measure</u>	<u>Present</u>	<u>Present</u>
People choose where to work	1	1
People choose where and with whom to live	4	4
People live in integrated environments	1	1
People interact in the community	4	5
People have different social roles	4	5
People are connected to natural support networks	3	7
People choose services	1	2
People experience continuity and security	4	6

II. *Organizational Assurances*

The *Organizational Assurances* remind organizations and employees of the importance of paying attention to basic assurances in health, safety and welfare of service users and the financial security of individual and organizational resources. The *Organizational Assurances* come about not strictly through written policy, but through individual and organizational thinking that encompasses our knowledge of each person's outcomes. Personal knowledge of individuals receiving supports and services is the foundation for ensuring these fundamental assurances.

Assurances of Health, Safety and Welfare emphasizes the fundamental importance of maintaining the health, safety, welfare, respect and stability of people receiving supports and services. People and organizations providing supports and services to other people have a basic obligation to guard general health and welfare. Personal Outcomes emphasize the importance of choice, but enabling people to make choices does not relieve staff of the obligation to protect general health and welfare.

Southwest Louisiana Developmental Center obtained the following results:

	<u>Present</u>
The organization has employment screening procedures that minimize unnecessary or unreasonable risk.	Yes
The organization implements procedures in all instances of alleged abuse and neglect.	Yes
The organization promotes access to primary health care that is coordinated, comprehensive and continuous.	Yes
The organization implements emergency procedures.	Yes
Buildings comply with all applicable fire and sanitation codes.	Yes
The organization protects the rights of people.	Yes
The organization uses positive approaches in all service and support activities.	Yes

Assurances of Fiscal and Legal Accountability stress accountability in resource management. Organizations exercise a public trust and have a responsibility to people receiving services and supports and their families, the community, funders and employees. These assurances remind the organization that financial strength and diligent resource management increases organizational capacity to facilitate outcomes. As resources become scarce, organizations must demonstrate a direct connection between organization process and Personal Outcomes.

Southwest Louisiana Developmental Center obtained the following results:

	<u>Present</u>
The organization has a budgeting and accounting system.	Yes
The organization has an annual independent audit.	Yes
The organization is accountable for people's money.	Yes
The organization maintains data and information on costs, personnel, capital budget, and support coordination.	Yes
The organization's personnel practices meet all governmental fair labor regulations.	Yes

All assurances are determined to be in place and there are no systemic issues regarding these assurances.

Observations Regarding Organizational Assurances:

Strengths:

- Southwest is commended for its efforts in advocating for a Direct Support Worker (DSW) Registry and has enrolled as a certified trainer for the registry.
- The organization utilizes four primary levels of screening that are performed prior to employment with the organization. They include initial screens of the employment candidate's criminal history; driving record; and sexual offense history. In addition, all incoming employees are screened for controlled substances. Successful candidates' driving records and criminal histories are re-screened periodically throughout the year and random drug testing is also routinely performed.
- Prospective employees are also required to take a literacy test to ensure they are able to read and comprehend program documentation, pertinent records and information. The essay portion of the test often reveals essential information about values that can influence hiring decisions.
- Personnel practices are generally governed by Civil Service rules and those stated in the Department of Health and Hospitals. The organization is required to follow the non-discriminatory and due process procedures set out therein. Employees enjoy a comprehensive package of leave benefits
- Staff members are trained in reporting procedures for abuse, neglect and exploitation. All allegations are taken seriously, investigated thoroughly, and any corrective or disciplinary action is handled swiftly.
- Buildings complied with all regulated fire and sanitation codes.
- After Hurricane Katrina in August 2005, Southwest made exceptions in their "no admissions" policy in order to help 12 individuals re-locate due to the emergency need. The organization's overall goal of course is to downsize, yet in the case of this extreme event they considered it the right thing to do to be able to accommodate people.
- Southwest has developed extensive procedures and data systems to respond in the event of an emergency situation or catastrophe. In September 2005, they had experience with this in evacuating the entire Center and adjacent homes under the threat of Hurricane Rita. It was a remarkable feat that they were able to completely evacuate everyone safely, and in less than four hours. The organization treated this situation as a learning opportunity and as a result, created an even more robust emergency plan from the knowledge that was gained from experiencing Rita. Consequently, SWLDC has established clear guidelines, a streamlined response and calling system, and have even created durable back-up systems in order to respond effectively and rapidly in the event of a critical emergency situation.
- Drills are completed regularly and in a timely manner; they are practiced at various times of day and under different scenarios.

- People's funds were accounted for and kept in community bank accounts.
- People participate regularly in discussions about agency budgeting. Input is provided to the fiscal office, and changes are made based on this input.
- All people received due process when one restriction affected all people living in a home.
- The organization used positive approaches in services. The organization has moved forward with prohibiting the use of restraints and will not allow such procedures unless an absolute emergency situation warrants it. Restrictions were assessed regularly by the Human Rights Committee. There was evidence that many limitations were accompanied by strong supports and that reduction and fading of the restriction occurred over time.

Recommendations to Consider:

- Create a practice of utilizing secondary medical and dental opinions. Seek out specialists in various diseases, for example in diabetes, to provide further information for informed consent regarding critical medical care. Obtaining additional medical opinions may assist individuals and their loved ones in making better decisions regarding their health care.
- Continue with efforts in updating family medical histories for people.
- Assess the need for some restrictions such as door alarms, and determine whether or not these should still be in place. Look at ways of reviewing and fading this restriction, especially for those who are transitioning to community settings, and for those who are unintentionally affected and impacted.
- Continue assessing individual perspectives regarding permanent medical supports as to how the person defines the usage (i.e. whether a support or a restriction) and review as necessary.
- Strengthen supports for people to manage their own money, some wanted more control over keeping their money, check writing and budgeting. Help people divest themselves of Representative Payee assistance if they are desirous of taking ownership of personal financial management.

III. *Organizing Principles*

The *Organizing Principles* set forth the basic organizational strategies that are employed by organizations that successfully implement a personal outcome approach to organizational performance improvement and person-directed, quality of life services and supports. These *Organizing Principles* reflect best and promising practice for organizations committed to supporting outcomes for people served. The *Organizing Principles* bring together action strategies related to Leadership, Systems, and Quality Management and Planning

Leadership

- L1. The organization or network defines its primary customer.
- L2. People served exercise leadership through choice and self-determination.
- L3. The organization or network emphasizes the values of listening, responsiveness, respect, and support for desired outcomes.
- L4. The organization or network links service users, families and providers to promote individual relationships and increase system capacity.
- L5. The organization or network appoints service users to the board of directors.
- L6. The organization or network clearly defines expectations for staff competency and performance.
- L7. The organization or network regularly evaluates and provides feedback to its staff on their performance.
- L8. The organization or network has a strategy for developing relationships with other agencies/providers in its service area.

Observations Regarding Organizing Principles – Leadership:

Strengths:

- As part of Southwest's transformation plan, work is currently underway to transition to their new name of: Acadiana Region Supports and Services Center which will be a non-profit institute serving public and private partners.
- All people served by Southwest are interviewed yearly by certified interviewers who have achieved inter-rater reliability utilizing CQL's certification process.
- People who receive services participate in critical leadership functions of the organization such as serving on the Board of Directors and on various committees, like the Safety Committee. People also participate in the hiring process and their decisions often over-rule those of other interviewers.
- Southwest is currently participating in a pilot project through a social services block grant to create Host Homes. The organization applied to the pilot and was one of six (the only Developmental Center) approved to participate in the project. The organization will eventually expand on Host Homes and also offer Cooperative Endeavor Homes and other options falling under the new Residential Options Waiver.

- Three individuals receiving services are involved in team-teaching *Personal Outcome Measures*® and Rights training for new staff.
- Some self-advocates are involved in the Leadership Academy (which is a 32 hour Leadership Program) where leadership skills are developed and strengthened.

Recommendations to Consider:

- Implement plans to increase community linkages and partnerships. Southwest has already identified numerous partners with whom to develop/enhance relationships, some include: local Chambers of Commerce, elected officials, grant writers, the equestrian center, local artists, and so on.
- Carry on with efforts to support people to take on a leadership roles. Continue providing opportunities for a variety of people served to become members of internal and external committees.
- Increase social ties for individuals in services. Use the “Bridging Outcomes” of *The Social Capital Index*®: (*People live in integrated environments, People interact with other members of the community, and People perform different social roles*), to guide your progress in facilitating change. Make greater efforts in exploring community resources and linking people up on a person by person basis in order to enhance their personal social capital.

Systems

- S1. The organization or network has a clear statement of its mission.
- S2. The organization or network implements a strategy for listening to and learning about each individual.
- S3. The organization or network promotes coordinated systems of services that are responsive to the needs and desires of service users.
- S4. The organization or network provides service users and other organizations with relevant information.
- S5. The organization or network has a strategy for hiring, nurturing, and sustaining staff.
- S6. The organization or network provides opportunities for staff training and personal development.
- S7. The organization or network has a personnel development strategy for increasing staff and volunteer competence in facilitation, problem solving, and negotiation.
- S8. Organizational or network systems promote personal dignity and respect.
- S9. Organizational or network systems promote continuity and security.
- S10. Organizational systems promote natural support relationships.

Observations Regarding Organizing Principles – Systems:

Strengths:

- Although the organization's employment standards and employee relations function under mandates set out by the State of Louisiana (State Civil Services and the Department of Health and Hospitals, for example). Southwest has also set out its own unique policies, procedures and practices to encourage staff excellence.
- Personal Outcomes interviews are used a key strategy in developing individual plans for people.
- The organization seeks to gather information about people through both formal and informal means.
- The organization strives to promote dignity and respect for all people.
- Natural support connection is encouraged and supported by the organization on an ongoing basis. Staff members clearly understand the importance of family involvement.
- Southwest provides a comprehensive, in-house mandatory training for staff. Topics include *Personal Outcome Measures*®; HIPPA and Privacy; Rights; Respect; Person First Language; Cultural Sensitivity; Abuse and Neglect reporting, First Aid; standard precautions, and so on.
- Direct staff members have the opportunity to attend conferences at least once per year. Examples from last year included attendance at a presentation given by Kathy Snow.

- Unit managers are given opportunities to attend a certificate course free of charge designed and provided by LSU. Staff members are given a \$500.00 bonus for successful completion of the course, as well as being given educational leave benefits.
- Direct service personnel are evaluated monthly on a number of work performance indicators including friendliness; cooperation; appearance; creativity; alertness; courtesy; stability, etc.
- The organization has developed a career ladder for employees to enable them to advance.
- Flexible schedules have been implemented to improve staff retention.
- The organization is commended for strong advocacy efforts which resulted in an increase in wages for direct support professionals which go into effect July 2007.

Recommendations to Consider:

- Continue efforts to increase continuity and security of people served. Provide people with relevant information about potential changes and available resources; this information may involve staffing changes, available insurance options, factors affecting financial stability, and any significant change in life experience.
- Create more opportunities to find meaningful and well-compensated work for individuals.
- Finish policy and procedural updates to be reflective of current practice and in line with *Basic Assurances*® goals.

Quality Management and Planning

- Q1. The organization or network has a process for eliciting and analyzing feedback on services and supports from service users, employees and providers.
- Q2. The organization or network periodically analyzes and documents the relationship between resource allocation and personal outcome attainment.
- Q3. The organization or network has a process for collecting and analyzing information.
- Q4. Information analysis results in strategies for organizational quality improvement.
- Q5. The organization or network's knowledge management system is based on information about aggregated individual needs and resources within the service area.

Observations Regarding Organizing Principles – Quality Management and Planning:

Strengths:

- The organization is commended for its growth in achieving many results in the area of Quality Management and Planning, which can be a very challenging area for many organizations. At CQL's previous review the preponderance of the Principles fell into Implementation; now most every Principle is achieving consistent Results.
- Southwest has created a "Data Based Decision Making Inventory" which captures all of the data bases in use, describes what info is collected, who does the input, and identifies how the data is used. From this process the organization was able to assess if there was data being collected that was no longer of value and from there discontinued the collection of any data that was no longer relevant or useful.
- Satisfaction surveys are conducted regularly with staff, service users, families, and other involved agencies.
- Southwest has a process for gathering and analyzing a diverse amount of information through orderly internal processes and through the DDApps System. DDApps is a statewide database that has been put into use since the last CQL review and is serving the organization very well. This system is proving to be consistent and reliable for inputting, safeguarding, obtaining, and aggregating all kinds of important data.
- The organization has done a tremendous amount of work in Community Mapping; this valuable resource was available to organizational members in hard copy and is now also available on the SWDC intranet.
- Southwest has completed interest inventories for staff in order to match up staff interests with the interests of people receiving services. The inventories are quite comprehensive and are broken down into these five major areas:
 - Caring - includes such interests as pets, gardening, volunteering etc.
 - Learning – includes cooking, hobbies, dancing etc.
 - Socializing – includes meals with friends, parties, being a member of clubs/groups etc.
 - Creating – includes playing instruments, drawing, taking photos, making jewelry etc.

- Sports and Games – includes swimming, hiking, fishing, exercising etc.
- Southwest has an extensive five year plan which includes many laudable goals such as: the re-design of service delivery, developing partnerships, improving accessibility, diverting long-term admissions, continued participation in health care reform, developing an expanded multi-purpose resource center, implementing the Life Span project, continuing to down-size services, and establishing a public private institute.

Recommendations to Consider:

- Assess formal and informal, paid and unpaid resources and networks to ascertain where greater resource allocation could occur to assist people in achieving outcomes that have been more challenging for Southwest such as with: *People chose where to work*. For example, in this area Southwest could look at other avenues of supporting a person, such as with utilizing PASS plans (Plans for Achieving Self-Support), IRWEs (Impairment Related Work Expenses), Paid Co-worker Supports, Mini-grants for small business development, and so on, in order to allocate new or untapped resources which could help bring about greater outcome attainment for people in the area of work.

IV. *Decision Matrix*

The Term of CQL Accreditation is determined by analyzing all the data collected during the accreditation review, including:

Personal Outcome Measures®
Organizational Assurances
Organizing Principles

A threshold of outcomes and supports must be present in the sample in order to be eligible for accreditation.

Southwest Louisiana Developmental Center obtained the following results:

Average Number of Outcomes Present:	16
Average Number of Supports Present:	17

The Length of CQL Accreditation is based on an assessment of the organization's ability to enhance Personal Outcomes and to achieve meaningful results during the period of accreditation. The CQL review team considers the organization's attention to health, safety and welfare (*Organizational Assurances*) and its commitment to service users. The variables of Leadership, Systems, and Quality Management and Planning (*Organizing Principles*) determine the term of CQL Accreditation.

For Southwest Louisiana Developmental Center the results are:

	Understanding of the issues	Implementation of strategies	Results achieved
Leadership		L1, L2, L3, L4 L8	L5, L6, L7
Systems	S4	S2, S3, S7, S9	S1, S5, S6, S8, S10
Quality Management and Planning		Q2	Q1, Q3, Q4, Q5
Total # in each category	1	10	12

The challenge to the organization is to recognize that each time results are achieved, there is new knowledge that must be understood, and that this knowledge serves as the basis for new implementation strategies leading to further results and learning. A cycle of understanding, implementation, and attaining results becomes a natural evolution when the organization is actively engaged in effective Quality Management and Planning practices.

CQL Accreditation Decision

Decision:	Accreditation for three years, subject to CQL Accreditation policies and procedures
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Expiration Date:	June 29, 2010
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Application Due Date:	December 29, 2009
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To maintain your CQL Accreditation, an application should be submitted six months prior to the expiration date.

V. *CQL Accreditation Policies*

Accredited organizations are mandated to notify CQL of changes in the following circumstances and any other circumstance that could potentially put at risk the quality of supports to people:

- change in executive director;
- change in ownership or management;
- increase of ten percent or more in the number of people receiving services since the time of the review;
- decrease of ten percent or more in the number of staff employed since the time of the review;
- potential loss of certification, license(s) or funding;
- receipt of citations of Immediate Jeopardy or Conditions of Participations in ICF/MR funded services;
- receipt of any state specific sanctions related to state licensure regulations;
- addition or deletion of program/service components; and/or
- addition of new buildings and changes in the compliance of any building with the requirements of the *Life Safety Code* or other equivalent code.

An annual reminder regarding the reporting of this information is sent to all accredited organizations and a signed verification is required.

When notified of any such changes, CQL will request additional information that provides evidence of the impact of the change(s) on people receiving services. CQL reserves the option of visiting any accredited organization, at the expense of the organization, if CQL determines that the:

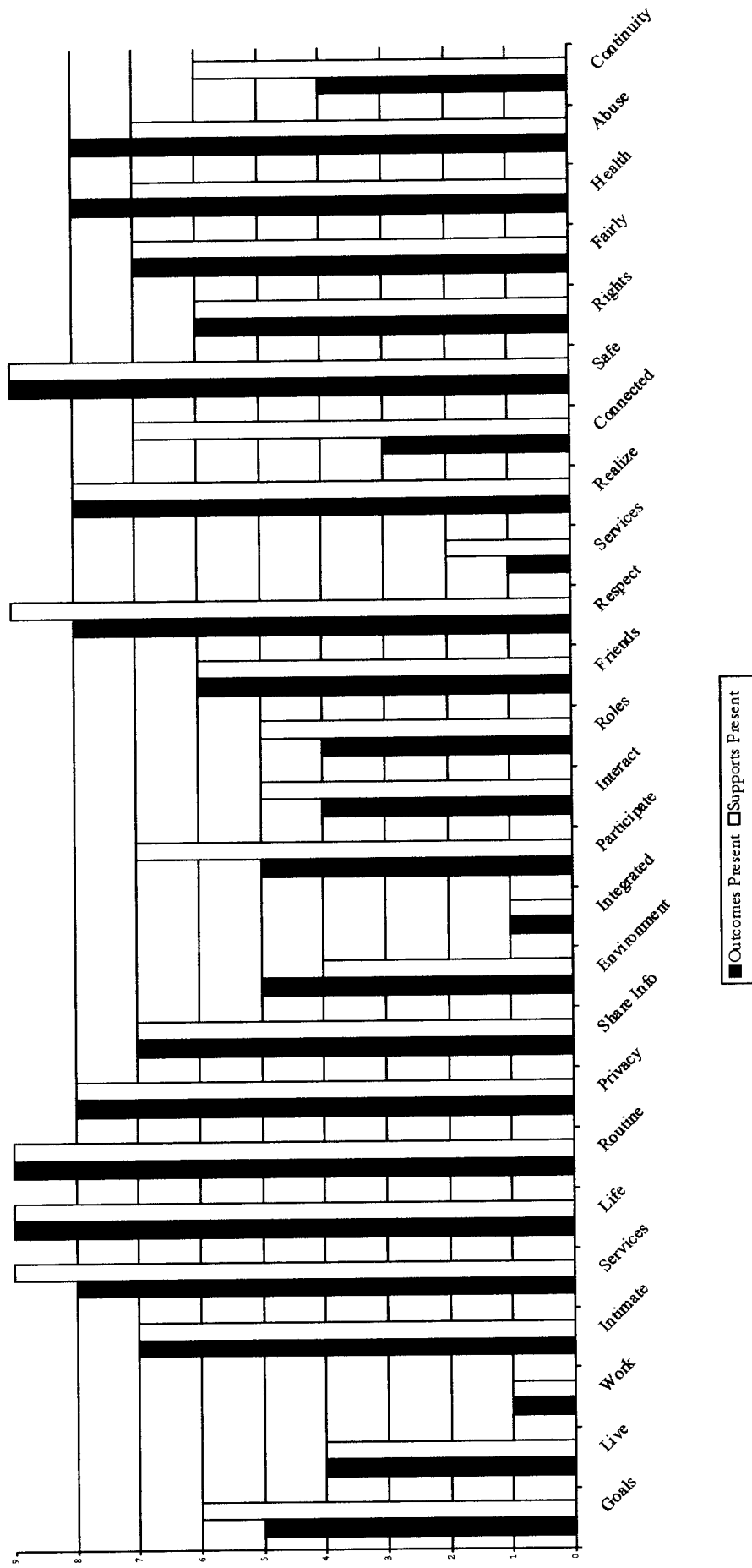
- change(s) significantly or negatively impact people receiving services;
- information provided does not sufficiently address the impact; or
- organization fails to notify CQL of significant change(s).

CQL will give notice of any follow-up visit/review to the organization's chief executive. The on-site visit/review will be for the purpose of determining the impact of organizational change(s) on people receiving services.

CQL reserves the right to revoke the award of accreditation if the on-site visit/review results in evidence that determines:

- the impact of organizational change has had a significant and negative impact on people receiving services;
- the organization is no longer able to sustain the commitment to supporting outcomes for people over the term of the awarded accreditation; or,
- the organization refuses to undergo the on-site visit/review.

Personal Outcome Measures® Data Summary Chart
 Number of Outcomes and Supports Present (Sample = 9)
 Southwest Louisiana Developmental Center





The Council on Quality and Leadership
Partners in Excellence: Leadership for the Journey.

PERSONAL OUTCOME MEASURES® *Results Grid*

Organization: Southwest Louisiana Developmental Center
Dates: June 26-29, 2007 **Number in Sample:** 9

	Outcomes	Number of Outcomes Present	Number of Supports Present
IDENTITY	People choose personal goals.	5	6
	People choose where and with whom they live.	4	4
	People choose where they work.	1	1
	People have intimate relationships.	7	7
	People are satisfied with services.	8	9
	People are satisfied with their personal life situations.	9	9
AUTONOMY	People choose their daily routine.	9	9
	People have time, space and opportunity for privacy.	8	8
	People decide when to share personal information.	7	7
	People use their environments.	5	4
AFFILIATION	People live in integrated environments.	1	1
	People participate in the life of the community.	5	7
	People interact with other members of the community.	4	5
	People perform different social roles.	4	5
	People have friends.	6	6
	People are respected.	8	9
ATTAINMENT	People choose services.	1	2
	People realize personal goals.	8	8
SAFEGUARDS	People are connected to natural support networks.	3	7
	People are safe.	9	9
RIGHTS	People exercise rights.	6	6
	People are treated fairly.	7	7
HEALTH AND WELLNESS	People have the best possible health.	8	7
	People are free from abuse and neglect.	8	7
	People experience continuity and security.	4	6

Mean number of outcomes across sample: 16 out of 25
 Mean number of individualized supports across sample: 17 out of 25